

## **APPENDIX E – 09: IG**

### **Inspector General**

#### **Functional Standard Operation Procedures (SOPS)**

##### **1. Purpose.**

This Functional Support Appendix provides an outline Standard Operating Procedure (SOP) for those Mission Essential Task List (METL) items critical for Garrison operation. It outlines the key process and procedures, and “touch points” for executed functions of each staff element and Major Subordinate Commands (MSC) within the IMCOM organization. This SOP is intended to standardize internal processes and procedures within Core/FST staff elements and MSCs by providing (METL) process flow and reporting requirements and will further identify any specific requirements for obtaining support by the Regions/Garrisons.

##### **2. Applicability.**

This appendix applies to all functionally aligned staff at the Headquarters, Regions and Garrisons.

##### **Background (As of 14 January 2009).**

The Installation Management Agency (IMA) was established in 1 October 2002 IAW General Order #3 without well developed and staffed guidelines (e.g. Operational and Organizational (O&O) planning documents) in a number of functional areas. During the period 2002 to 2006, significant staff work took place among the IMA and the MACOMs (FORSCOM, TRADOC, AMC etc.) to delineate the division of labor between the commands (mission and garrison/IMA) in these functional areas. In the case of the inspector general (IG) capability - no O&O existed and no IG office was established. There is no record of why that decision was made except that prior to IMA the IG function resided solely with each of the MACOMs and their IGs had not been organic to or directly reporting to the MACOM's installation management directorate. Since 2002, significant changes have been made to increase the effectiveness of the Army's installation management efforts and to recognize the overall importance of those efforts to the Army mission. Two changes are noteworthy here. In 2006 the Assistant Chief of Staff for Installation Management (ACSIM) was upgraded from a MG to LTG and on 16 October 2006, the Installation Management Command (IMCOM) was established. This transformed the IMA from a 2-star field operating agency of the ACSIM to a 3-star command designated as a direct reporting unit of the Department of the Army. This transformation also brought the Army Environmental Command and the Family Morale Welfare and

Recreation Command (formally Community Family Support Center (CFSC)) under the IMCOM as major subordinate commands.

As the mission and responsibilities of the IMA matured from 2002 and the scope and complexities involved were manifest, it was clear to the IMA/IMCOM leadership that an IG capability was needed for a command as large and complex as the IMCOM and so work to shape this capability began in early 2006 in anticipation of the command designation. On 16 October 2006 IMCOM was formally designated IAW General Order 38 and was therefore authorized (IAW AR 570-4, chapter 10-4) an IG office headed by a full colonel. This all started a long process that continues today to analyze, define, and establish an IG organization and capability for the IMCOM (garrison, region, and HQ). Three specific and significant efforts addressed below defined the transformation to this capability:

**Decision Point 91 (DP91).** Decision Point 91 is one small part of the Army Campaign Plan. The objective of this decision point is to analyze all functions performed on an installation and determine the optimum division of labor and responsibility between the IMCOM garrison and mission commanders for each function in support of transforming expeditionary Army. As part of this DP91 process, on 17 April 2008 the Vice Chief of Staff, Army (GEN Cody) determined that IG support at the installation level would be provided by the senior commander (SC) IG on an area support basis. This decision was an exception to the DP91 guidance and was based on The Inspector General's (TIG) final position to the VCSA. The TIG's position ensured the special status of the IG as a personal staff officer of the commander and more important the need to keep IG directing authority lines, rating schemes, and resources (\$\$ and personnel) aligned under the SC. The DP91 decision was made after over two years of discussion and staffing actions among the proponent (i.e. OTIG) and the commands during which there was little agreement. The move by LTG Whitcomb (TIG) within a few months of his taking office resolved the issue by securing the VCSA's decision on the IG functional area in DP91. This decision was among the very first inside DP91. The impact of this decision was that the garrison commander would not have an IG, but would get support from the SCIG in accordance with the AR 5-xx, Garrison Operations currently under development. This AR will lay out the role of the SCIG in support of garrison operations as well as the interface between the garrison and region and the SC and the interface between the SCIG and the IMCOM IG. Another important result of the decision was that the VCSA (GEN Cody), TIG (LTC Whitcomb), the ACSIM/CG, IMCOM (LTG Wilson), and the Chief, G3 Force Management (MG Formica) verbally acknowledged the need for an IMCOM IG structure at the HQ and at the Regions in light of the DP91 decision on IGs at the garrison level.

**IMCOM Transformation.** This transformation began in the summer 2006 with the SECARMY sanctioned study called the Installation Management Study but

more commonly referred to as the Dr. Clement Study. The study focused on the current IMCOM organization at the time and therefore did not include reference to the IG office. The transformation is important to understanding the overall endstate organization of the IMCOM in FY11. The IMCOM is transforming from a functionally aligned HQ and regions (7 and now 6 Regions) to a new paradigm with a larger functionally aligned HQ staff which provides support to strategic corporate initiatives and programs (an enterprise focused core staff) and direct support to the regions through Field Support Teams (FST). Region staffs (5 regions at endstate) are made up of a command group and Region Installation Support Teams (RIST) consisting of generalists focused on specific installations. The HQ and region IG staffs were included as new requirements in the transformation plan, but will retain the doctrinal IG relationships and therefore will not directly be impacted by the transformation paradigm described above. The IMCOM IG will report to the CG as a personal staff officer and the HQ IG Office will retain a traditional IG office organization and will not be split into Core and FSTs. Region IG offices will also be stand alone offices working directly for the Region Director and will be subordinate offices under technical control of the IMCOM IG IAW AR 20-1. The CG, IMCOM supports resourcing the IG from transformation efficiencies. Military positions will be approved through the concept plans and the TAA process. Manning is discussed in more detail in the section below.

**IMCOM IG Concept Plans.** In 2006 significant work to shape the new IMCOM IG Structure began by the Army Installation Management Team – Task Force (AIMT-TF), led by Mr. Pete Isaacs in cooperation with the OTIG. This team proposed a HQ and region structure totaling 68 personnel, to include IMCOM HQ and regions. The first concept plan submitted was to USAMAA and G3/5/7 influenced by the IMCOM Transformation efforts discussed above. It increased the size of the HQ IG Office and reduced the region support to two OCONUS regions (Pacific/Korea & Europe) with 12 persons in each office bringing the total of 55 personnel (31 HQ and 24 Regions). After the initial vetting with the G3/5/7 and United States Army Manpower Analysis Agency (USAMAA), this concept plan was split into separate HQ and region plans. This decision was made based on G3/5/7 and USAMAA feedback and questions focused particularly on the region requirement. The Region requirement was contentious. IMCOM agreed to this split in order to move the HQ requirement forward without further delay. This split actually worked to our advantage as input from the IMCOM Senior Executive Leadership decided to support IG's for all regions, vice just the two OCONUS regions. Also the IMCOM Transformation addressed above, resulted in a late breaking decision to go with five versus four regions at endstate. (Note: A determination was made not to combine the NE and SE into one region). The revised HQ concept plan was submitted on 28 November 2007 to USAMAA and, after their analysis, to the G3/5/7. It was briefed to TIG on 6 August 2008. USAMAA did not fully support the HQ Concept Plan requirements and recommended a significant decrement. The TIG near fully supported the

concept plan as submitted, only agreeing with USAMAA on admin support and the size of the assistance and investigative division, and concurred with 29 vice 31 requirements. The TIG also supported the region Concept Plan in principle (the HQ Concept Plan brief to the TIG included a draft proposed Region Chart). The region concept plan (24 persons: 6 each at CONUS Region, 4 at Pacific, and 2 at Europe) was sent to USAMAA and G3/5/7 on 30 October 2008. Also subsequent staffing from G3/5/7 OTIG has concurred.

As additional background during the 6 August meeting with the TIG, two key areas of concern were raised:

1. TIG wanted to ensure that the IMCOM structure fully supported the IMCOM without being unnecessarily duplicative of the efforts of other Command IGs and that the IMCOM IG would leverage the use of the SCIGs at the installation to deal with installation related issues that did not warrant attention at the IMCOM level (we concurred).
2. He wanted to know what the resourcing plan was. We advised the TIG that the civilian positions would be resourced by efficiencies within the IMCOM Transformation and that military positions would have to be secured by the concept plans through the Individual Augmentee Total Army Analysis (IA TAA) process. As of this writing, the IA TAA feedback shows that it is unlikely to yield authorization for the military TDA positions we have requested due to competing Grow the Army (GTA) requirements in the Operational Army.

**\*NOTE: As of 8 January 09 both plans await final approval at G3 FM.**

#### **Charter Statement.**

This is a statement of the CIG's intent to guide the initial stages of the establishment of the first IMCOM Inspector General Office:

My intent is to build a staff and develop processes and procedures to become an effective IG office that is fully integrated into the Army IG system. We will work closely with our sister IG offices, particularly the ACOM, ASCC, and DRU IG Offices and the offices of the SCIGs to ensure the success of the IMCOM in support of the Army, Soldiers, and Families. To accomplish this, first we will recruit a top notch team of IGs focusing on getting the right persons into the organization and ultimately into the right job. To keep the flywheel, addressed in the book "Good to Great", moving ever faster and the momentum moving us to success, we will of course select people who can support the mission and vision addressed here, as well as reflect the values of the organization. Each candidate will possess the written and oral communication skills as well as interpersonal relationships skills needed to ensure the success both of the organization and the individual. At first our focus will be to ensure a good infusion of currently trained and experienced IGs so that we establish an immediate capability to

perform the IG mission. As the organization matures and grows, former IG or IG-like experience will be somewhat less important and will rather look more to ensure a broad base of experience in the functional areas under the IMCOM bailiwick. We will only grow the team commensurate with the mission and will look to reshape the organization based on the workload experienced. Next we will establish SOPs, systems, processes, budget, and support products to ensure the organization grows into a highly effective and efficient team.

### **3. Mission.**

The Installation Management Command's (IMCOM) IG mission is to serve as the eyes, ears, and conscience of the IMCOM Commanding General (CG). Through the conduct of thorough, objective, and impartial inspections, assessments, assistance, and investigations designed to inform and assist IMCOM leaders to ensure readiness, effectiveness, efficiencies and to promote the well-being, good order, and discipline for our Soldiers, Families, civilians and other valued customers.

**Vision:** We are a trusted and respected resource for the IMCOM Commanding General, Region Directors, Garrison Commanders, IMCOM customers and the Soldiers, Families and civilians of IMCOM and the Army. We will be a learning organization committed to continuous improvement and dedicated to providing value added support to the IMCOM and the Army.

### **Guiding Principles.**

**Integrity.** Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" an inner voice. Tied to our vision of building trust, our integrity is our most important guiding principle. We will strive to maintain the highest level of integrity in all of our activities and understand that by the nature of our mission we are kept to a higher standard.

**Duty.** Bear true faith and allegiance to the U.S. Constitution. We are committed to support the Army and it's Soldiers, Families and civilians. In addition, be loyal to your profession and each other. As IGs, we lead and set the example for all others to follow. We consider ourselves to be the ultimate professionals.

**Selfless Service.** Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system. In short, it means putting the mission ahead of ones personal desires.

**Valuing People.** Our most valued asset is IMCOM's diverse civilian and military workforce. We value our employee's productivity and contributions and realize our responsibility to provide resources, training, recognition and equal opportunity to optimize employee growth potential. The IG office will reflect how it values people through its own internal operation. The IG will also provide an outlet for employees to identify problems in this area.

**Mission Driven.** We are a cost-effective, mission-oriented organization committed to excellence in all of our activities and focused on prioritizing our efforts on relevant issues with the aim of improving performance through measurable results.

**Impartiality.** As IGs, it is imperative that we remain objective. Soldiers, civilians and Family members need to know that they can come to us for assistance and be assured that we will remain neutral. They should have confidence knowing that we will not take one side or another. We will always let the facts direct our path.

**Collaborative.** The ability to work as a team is an important part of our core values. Team members must be proactive and able to work with others to achieve common goals. Successfully resolving cases will often come as a result of a collaborative effort by members of our IMCOM IG team, our IMCOM team, and our external IG team.

**Knowledge/Competence.** To be effective, IGs must stay current in their skills and their knowledge about the Army and IMCOM. It is a continuous learning process. As required, we must become familiar with regulations and field manuals that pertain to the areas we inspect or investigate. In addition, IGs are expected to share our knowledge with others through teach and train methods. We must live by the IG creed: "First be correct-then take action".

**Moral Courage.** This is our ability to face adversity and to take the difficult but right path in pursuit of the facts. While embracing the core Army values as the heart of our organization, we also hold the values listed here as part of the fabric of our organization. As IGs, we must speak for those who are unable to. It may mean presenting the truth even when it is unpopular to do so.

**Communication.** We encourage an environment of "risk free" communication and promote the open, honest, and respectful exchange of ideas and information. Communication is not limited to internal IG operations. We should ensure that our lines of communications are available to the entire IMCOM and IG community. This may entail conference attendance, video teleconferences, bi-weekly newsletters, sensing sessions, or site visits.



**Humility.** In all things we do, we should be respectful of others and not take ourselves too seriously. As we conduct IG business, it should never be about us. It should always be about mission accomplishment. Stay humble.

**Discipline.** IG must exhibit discipline and self-control. Others will observe the behavior of IGs to ensure we lead by example. Your behavior should be exemplary and above reproach. There are certain things that come with the position and self discipline is paramount to being a successful IG. IGs are never “off-duty”; so you must conduct yourself accordingly.

**Loyalty.** Loyalty works in all directions. While expected from the bottom up, it is also enhanced by being earned--a supervisor earning the loyalty of a subordinate from the top down.

**Professionalism.** We insist on high standards of professional conduct from employees at all levels and understand that by the nature of our mission we are held to a higher standard.

**Honor.** Many of the aforementioned attributes can be summed up into one word - Honor. Selection as an IG is an honor and we should never forget this. Not everyone possesses the integrity to be an IG. We can not take this assignment lightly. We are a small but dedicated group of men and women who serve as the eyes, ears, and conscience of the CG. IMCOM IGs will honor this commitment.

**Respect.** Rely upon the golden rule. How we consider others reflects upon each of us, both personally and as a professional organization. As a newly established organization, we must adopt the high standards that are expected of an IG operation. As we meet and exceed these standards, respect will be earned.

**Culture.** A significant factor in the establishment of the IMCOM IG office is developing and fostering a culture by which we conduct business, both individually and as a team. While not meant to be an all inclusive list, the following addresses some of the areas that define the culture of the IMCOM IG office.

**Students of IMCOM.** Each IG will be expected to attain and maintain a strong general knowledge of Army Installation Management subjects and programs including the entire Army Installation Management Team (AIMT) organization which includes the ASA I&E, ACSIM, IMCOM HQ, Regions, FMWRC, AEC, and the garrisons. This will include, but not be limited to, knowing the names of all GO/SES leaders and key staff on the AIMT. It will include understanding IMCOM Transformation as well as understanding key programs and initiatives such as Common Levels of Support (CLS), Standard Garrison Operation (SGO), Soldier

Family Action Plan (SFAP), etc. This will be a continuous learning process of reading, formal and informal training, attending key briefings, and experience. In addition to this general knowledge, each IG Team member will be assigned a number of focus areas. The IG will devote more attention to these areas with the goal of becoming the resident subject matter expert (SME) in the office. As the office SME, one will be expected to understand the area to the point where they can field most basic questions. Questions you do not know, you will be able to refer people readily to a reference document or a functional SME in IMCOM or elsewhere for the answer. The IMCOM IG employee will ensure they are networked with the key players and stakeholders for their respective areas.

**Learning Organization.** The IMCOM is a learning organization and so one of our primary tasks is to foster that effort throughout the command. As we execute the four IG functions, we need to ensure that our efforts always contribute toward a better understanding of regulations, policy, procedures, and best practices, etc.

**Modus Operandi.** While we will never compromise the IG system, we will always work in a spirit of cooperation and teamwork within the office, IMCOM, and among our sister commands and partners as well as the IG community at large. In that spirit, we will share information important with other commands as soon as it is appropriate under AR 20-1. Also in this spirit, we will look to identify and reinforce the positive and best practices out in the field. When observed, we will recognize them immediately while on the ground, later in our IG products, and if noteworthy; assist the CG in directly recognizing star performers. In all we do, we will strive to add value to the command by fostering situational awareness, increasing understanding of issues and allegations, correcting and clarifying guidance, identifying trends, and assisting in identifying and acquiring resources

**Office Protocols.** The following are protocols under which the office will operate. Again this is not meant to be an all inclusive list, but an area designed to highlight those protocols considered most important to ensure professionalism, quality customer service, and productivity.

- IGNET will be checked once per day at least as the system allows.
- Email. Each employee will ensure that they have an email signature block for all email traffic (NIPR, IGNET, and Blackberry (BB)) which will include name, position, IMCOM, telephone numbers (work and cell) and an email address. All email will have the IG disclaimer statement. This information will help identify you to the recipient and allow quick and easy communication in reply (e.g. a BB user need only highlight the number in your email and then press call and the connection is made - no address book is needed).



- Phone Etiquette. Each person will answer the office phone with a pleasant salutation that identifies who you are and where the person has called (e.g. Inspector General, Installation Management Command, this is COL Essig, May I help you.) Phone should be answered within 3 rings; always ask the person if they wish to be put on hold, if that is needed, and do not keep anyone on hold for longer than 30 seconds unless you make the time frame and the reason for the wait very clear. All will ensure they have the proper voice mail on their BB and phone line as well. Voice mail greeting will follow the same guidance as answering the phone.
- Business Cards. Each IG will have business cards using our IMCOM IG standard format
- Briefing Charts. We will use the standard IMCOM template modified with the IG crest in the upper right-hand corner and the appropriate IG disclaimer at the bottom. Also each slide will have the data and the author's point of contact information (phone and email) at the bottom.
- Communication. In all that we do, each IG is expected to ensure that all persons who have an appropriate need to know information get that information IAW AR 20-1. When communicating with higher supervisors or officials and staff, one needs to ensure you cc your IG leadership unless it is a personal communication. This will ensure we maintain good situational awareness among us while allowing an IG with important perhaps urgent information to communicate that quickly to the people who need to know.

### **Supported Leaders.**

As IMCOM IGs, we of course support the CG, IMCOM. We also support him in his additional role as an Army staff principal, the Assistant Chief of Staff for Installation Management (ACSIM). The ACSIM provides policy guidance and program management on all matters relating to the overall management and resourcing of Army installations, and ensures the availability of efficient, effective base services and facilities.

We provide IG support to our two Major Subordinate Commands: Family, Morale, Welfare, and Recreation Command (FMWRC) and the Army Environmental Command (AEC). FMWRC formulates plans, strategies, and standards to achieve "First Choice" morale, welfare, and recreation. AEC leads and executes environmental programs and provides environmental expertise that enables Army training, operations, acquisition, and sustainable military communities.

As IMCOM IGs, we will provide support to our Regional Directors and Garrison Commanders by being an extension of their eyes, ears, and conscience in much

the same way as we do for our CG. We will partner with SCIGs to ensure that Garrison Commanders receive adequate IG support for inspections, assistance, and investigations and are ultimately successful in supporting the Senior Commander on each post.

### **Supported Population.**

The IMCOM IG is expected to provide direct service to Soldiers, Department of the Army civilians, and Family members of IMCOM HQ, the Office of the Assistant Chief of Staff for Installation Management, FMWRC, AEC, and the IMCOM regional headquarters worldwide. The IMCOM IG will be prepared to provide direct service to Garrison Commanders and their staffs on IMCOM issue in the event SCIGs are unable to provide direct service or if there is compelling IMCOM interest IAW AR 20-1 and AR 5-xx. We will work closely with all SCIGs to ensure Garrison Commanders are properly provided IG support.

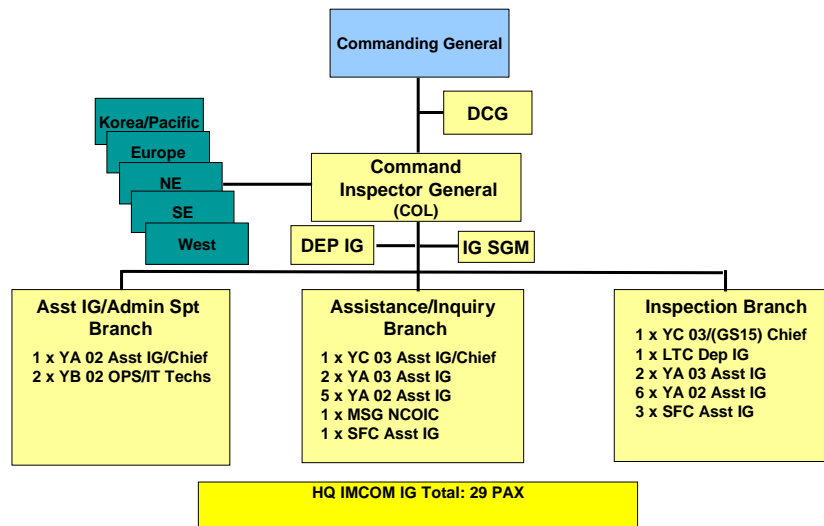
The IMCOM IG will continue to partner with the Department of the Army Inspector General (DAIG) to share and analyze trends, provide and receive advice, reduce case backlogs, make recommendations for problem resolution, and to keep senior Army leaders informed of systemic issues so they can make effective decisions and implement corrective actions.

### **IMCOM IG Organization – Today.**

**Headquarters** - The Command IG office is led by a Colonel with a YC-03 Deputy and a Sergeant Major. This IG office is composed of three branches, an Inspections Branch, Assistance and Investigation Branch, and an Administrative Support Branch. Currently, the IG staff has a total of 13 personnel. At full staffing, the IG staff will total 29: 6 military members and 23 civilian employees. Chart below reflects TIG approved authorizations:

# IMCOM IG Force Structure

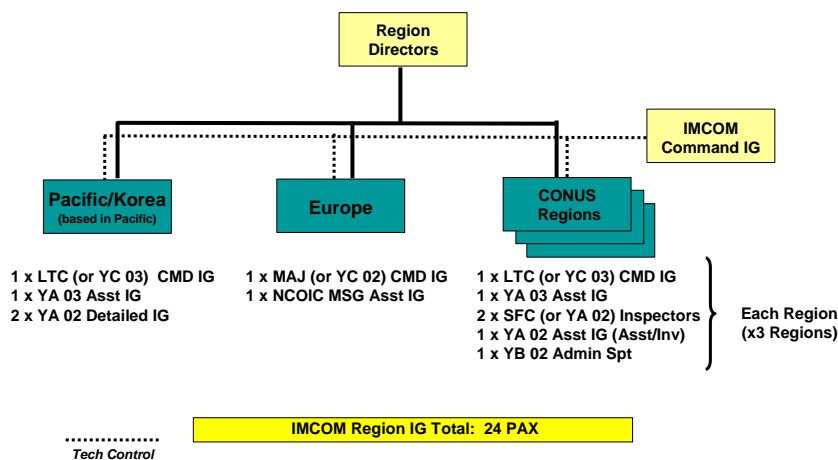
## USAIGA Recommendation



**Region** - The region IG Team is projected to have a staff of six employees (6 each CONUS – 2 to/2 Europe & 4 Pacific). This team will come under the supervision of the Region Director with technical support provided by the IMCOM Command IG.

# IMCOM IG Force Structure

## Draft IMCOM Regional IG Concept (Information Only)



**SC IGs** - As a result of DP 91, the VCSA, made a decision based on the TIGs recommendation to assign Senior Commanders overall responsibility to provide IG support at the installation level. The SCIG are the defacto “garrison” IG supporting the Senior Commander and Garrison Commander missions.

### **Partnerships.**

The IMCOM is in large part a supporting command to FORSCOM, TRADOC, AMC, USARPAC, USAREUR, and EUSA. IMCOM also partners with and coordinate other commands such as MEDCOM, NETCOM and USARC etc. The IMCOM IG partners with the Inspectors General from these commands listed below as part of the IG system.

**FORSCOM** - US Army Forces Command trains, mobilizes, sustains, transforms, and reconstitutes conventional forces – providing relevant and ready land power to Combatant Commanders worldwide in defense of the Nation both at home and abroad.

**TRADOC**- US Army Training and Doctrine Command recruits, trains and educates the Army’s Soldiers; develops leaders, supports training in units; develops doctrine; establishes standards; and builds the future Army. TRADOC is the architect of the Army and “thinks for the Army” to meet the demands of a nation at war while simultaneously anticipating solutions to the challenges of tomorrow.

**AMC** - US Army Materiel Command provides superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, the United States and our allies. AMC is the Army's principal materiel developer. AMC's mission is complex and ranges from developing sophisticated weapon systems, to advanced research in such areas as lasers, to maintaining and distributing spare parts.

**MEDCOM** - US Army Medical Department promotes, sustains and enhances Soldier health. MEDCOM trains, develops and equips a Medical Force that supports full spectrum operation. MEDCOM delivers leading edge health services to our warriors and military Family to optimize outcomes.

**MDW** – The Military District of Washington mission of providing ceremonial support, ranges from performing concerts to rendering honor guards at Arlington National Cemetery to protecting the National Capital Region. IMCOM IG partners with and provides expertise of IG functions within the sphere of installation management.

**USARC** – The US Army Reserve’s mission, under Title 10 of the U.S. code, is to provide trained and ready Soldiers and units with the critical combat

service support and combat support capabilities necessary to support national strategy during peacetime contingencies, and war. The Army Reserve is a key element in The Army multi-component unit force, training with Active and National Guard units to ensure all three components work as a fully integrated team.

**USAREUR** - United States Army Europe maintains a forward-deployed combat force, trained and ready; prepared for immediate power projection in order to conduct and support the full spectrum of joint and multinational operations; conducts engagement activities, protects U.S. forces & resources, conducts sustaining base operations & ensures the readiness & well being of its personnel, in the theater, or elsewhere as directed.

**USARPAC** - US Army, Pacific as the Army Service Component Command (ASCC) to US Pacific Command (USPACOM), provides forces, commands assigned forces, and conducts full spectrum operations to deter aggression, advance regional security/cooperation, responds to crisis and fight to win. On Order, USARPAC serves as a Combined Joint Forces Land Component Command (C/JFLCC) or Combined Joint Task Force (C/JTF) headquarters..

**EUSA** – Eighth US Army undertakes combat, combat support and combat service support operations as directed, and also supports the Combined Forces Command and Ground Component Command on the Korean peninsula. The Army service component serves as the senior Army echelon in a theater and is the Army service component command of a unified command. It includes the service component commander and all Army personnel, organizations, units, and installations that have been assigned to the unified command.

**USARNORTH** - US Army North conducts Homeland Defense (HLD) and Civil Support (CS) operations, and Theater Security Cooperation (TSC) activities, as the Army Service Component Command (ASCC) to US Northern Command in order to protect the American people and their way of life. On order, USARNORTH commands and controls deployed forces as a Joint Task Force (JTF) or Joint Force Land Component Command (JFLCC).

**USARSO** - US Army South plans, coordinates and direct all theater Army and MSC level personnel support and safety activities of US Army forces deployed in theater supporting US Southern Command policies and directives in order to support regional stability and to ensure successful crisis response or decisive victory.

**First Army** - First US Army mobilizes trains, validates, and deploys Reserve Component (RC) units IAW Combatant Commander, Department of the

Army, and FORSCOM directives. As directed, provides training to Joint Combined, and Active Army Forces.

**Other Partners:** The following are other key partners from inside IMCOM and the joint world. Each shares an important role in delivering quality support to Soldiers and Families.

**NGB** - The NGB participates with the Army and Air staffs in developing and coordinating programs that directly affect the National Guard. As an operating agency, the NGB formulates and administers the programs for training, development, and maintenance of the ARNG and ANG and acts as the channel of communication between the Army, Air Force, and the 50 states, three territories, and the District of Columbia where National Guard units are located.

**Internal Review/AAA** - Both IMCOM Internal Review and the Army Audit Agency (AAA) are teams of highly professional evaluators who are catalysts for risk assessment and management controls. AAA helps the Army make informed decisions, resolve issues, use resources effectively and efficiently, and satisfy statutory and fiduciary responsibilities.

**SJA** - Maintain a close working relationship to ensure IG products are legally sufficient to withstand legal challenges. This entails incorporating a legal review as part of our standard operating procedures when pursuing cases that have legal ramifications or the violation of an individual's rights are in question.

**Sister Services** - Partner with our sister services for information sharing, problem resolution and overall coordination for interagency interaction.

**DeCA** - The Defense Commissary Agency (DeCA) is a partner that IMCOM looks to for information sharing and problem resolution. DeCA operates a worldwide chain of commissaries providing groceries to military personnel, retirees and their families in a safe and secure shopping environment.

**AAFES** - The dual enduring mission of the Army & Air Force Exchange (AAFES) to provide quality merchandise and services to its customers at competitively low prices and to generate earnings which provide a dividend to support morale, welfare, and recreation (MWR) programs..

**USACC** – The US Army Contracting Command is a two-star level command with two subordinate one-star level commands: the Expeditionary Contracting Command and the Mission and Installation Contracting Command. The realignment of Army Contracting Command



(ACA) to AMC places the majority of the Army's contracting resources into one Army command, which will provide a full-range of contracting services. Installation-level services, supplies and common-use information technology hardware and software previously provided by ACA will now be provided by Mission and Installation Contracting Command.

#### **4. Mission Essential Task List.**

##### **IG Office Metrics.**

The following is the current Army metric in use for Service 89 in the ISR:

**Service 89** - ISR percentage of complaints referred if necessary within 10 working days.

##### **Investigation -**

- % of investigations legally sufficient the first time
- % of allegations sustained by higher level review
- % of deadlines met (w/approved ext progress report)

##### **Assistance -**

- Resolution of case in appropriate time

##### **Inspections -**

- Final resolution/disposition (passed suspense)
- % of findings accepted by CG.
- % of inspections completed and approved by the CG as a part of the CG approved Inspection Plan within the planned FY.
- Has the IG conducted an Intelligence Oversight inspection, within the command, a minimum of once every two years in accordance with Army Regulation (AR) 381-10 and AR 20-1, paragraph 6-16?
- Has the IG conducted a voters assistant inspection as required

##### **Value Added Products/Services.**

**Situational Awareness** - IMCOM IG will send out monthly emails tailored to each of the regions. The CIG sends these at the first part of each month to the RDs, DRDs, and C/Ss. The email includes all levels of IG activity impacting an installation management function or subjects of interest to the IMCOM, region or a garrison within a region. The text is short - less than one screen's worth of information and focuses solely on the near-term inspections occurring within three months as a rule. Attached to each email is a full rundown of all inspections impacting the

IMCOM with descriptions and objectives as well as planned dates and locations. (Lead: **Admin Support Branch**)

Target: Region Directors, Region Staff, Garrison Leadership

Status: IMPLEMENTED

**Professional Reading** – Bi-annual document (Jan and Jul) that will include Executive Summaries (EXSUMs) from DOD, DA, and IMCOM IG reports as well as IG reports from sister commands on subjects of interest to garrison commanders and other installation management professionals. Where authorized, the document will include web links to full reports. (Lead: **Inspections Branch**)

Target: Garrison Commanders and Installation Management professionals

Status: Under Development

**Bi-weekly Newsletter, IG section** – The bi-weekly document is a command information product of the IMCOM. There is an IG section in the bi-weekly that the IMCOM IG office is tasked to populate with items of interest for the garrisons. The information is meant to be significant, timely, and concise. The target audience is the garrison staff. We must encourage the garrison to provide the entire bi-weekly to the SCIG as a way to keep them informed of key developments in the IMCOM. Our goal will be to provide an item for each bi-weekly that can include inspection schedules especially late changes, announcing key inspections or audits that will impact garrisons in the future as a heads up of for prep purposes and important general findings for garrisons to be aware of or to take note of best practices. We will provide this bi-weekly direct to our SCIG as well. (Lead: **Admin Support Branch**)

Target: Garrison Commanders and Installation Management professionals and Senior Commanders

Status: IMPLEMENTED

**IMCOM IG Contribution into The Inspector General Bulletin (TIGBULL)** – This OTIG product is a item of command information for all Army IGs. We will provide a submission for each TIGBULL and our audience is all IGs in general, but specifically the IGs from our sister commands and each SC IG. The target message is information on key IMCOM initiatives, policy changes, organizational transformation, strategic

communication messages, or any other item of information to keep the IG community situationally aware of what the IMCOM is doing.  
(Lead: **Admin Support Branch**)

Target: All fellow IGs

Status: IMPLEMENTED

**Program of Instruction for Garrison Commander/CSM Pre-Command Course (PCC)** - The IMCOM IG Office ICW the IG School and AMSC will maintain a POI and support for both courses which will include at a minimum: Attendance by the CIG and IG SGM at the PCC dinner, development and sustainment of a half hour POI for each course designed to familiarize GCs and Garrison CSM on the IMCOM IG and Army IG system, and garrison IG support under AR 5-XX, and pointers on how best to use the IG at the garrison (This half hour period is not currently in the curriculum at the AMSC that runs the PCC), and development and sustainment of a reference document that accomplishes the same objective as the POI.  
(Lead: **Deputy IG/SGM**)

Target: Garrison Commanders and CSMs

Status: Under Development

**Website** – The IMCOM IG will maintain a website linked to the IMCOM website. The website will be designed to provide information on the IMCOM IG, IG support under AR 5-XX, and on how to file a request of assistance/complaint. (Lead: **Admin Support Branch**).

Target: Garrison Commanders and Installation Management professionals and IMCOM employees and customers

Status: Under Development

**Trend analysis** - The IMCOM will leverage data from Army IGARs database, IMCOM case work, and input from IMCOM IG Inspection teams as well as other IG inspections to provide periodic trend analysis for IMCOM Leaders on subjects of interest to IMCOM. (Lead: **Assistance and Investigations Branch**).

Target: IMCOM Leaders and Installation Management professionals

Status: Not Started

**Compile and Track IG findings** – The IMCOM IG will maintain a central database on all IG findings impacting IMCOM directly or indirectly and will track each finding to ensure that the IMCOM CG is aware of and agrees with the IMCOM position and action taken on each finding. This in no way implies that in the process of tracking these findings that the IMCOM IG will use its office to influence or approve the command's position or action taken.

(Lead: ***Inspections Branch***).

Target: IMCOM CG and Senior Leadership, applicable IGs

Status: Not Started

**Sensing sessions** - The IMCOM IG will develop and sustain an ability to conduct sensing sessions in support of inspections and on order from the CG to look into sensitive matters. (Lead: ***Assistance and Investigations Branch***).

Target: Garrison Commanders and Installation Management professionals

Status: Under Development

**Monitor/coordinate IG visits/inspections** - The IMCOM IG ICW IMCOM IRACO and the ACSIM POC will monitor the frequency, subjects, and locations impacted by inspections and other visit from external evaluators to ensure that no one installation is burdened by visits and that visits are not unnecessarily redundant. (Lead: ***Inspections Branch***).

Target: Garrison Commanders and Region Directors

Status: Not formally started

#### **Proposed Products:**

- **SCIG status** – Assessment of each SCIG in meeting TIGs vision in DP91 support to the garrison and relationship with IMCOM IG.

Target: IMCOM Senior Leadership & Garrison Commanders

Status: Under Development

- **Provide SCIG SME/training - LNO** – (Lead: ***Admin Support Branch***).

Target: Garrison Commanders and Installation Management professionals

Status: Under Development

• **Support/Training Investigation Officers (IO) (CDR's Inquiry/15-6) –** (Lead: **Admin Support Branch**). The IMCOM IG will provide support and training to improve the effectiveness of IOs in the command

Target: Garrison Commanders and Installation Management professionals

Status: Under Development

## 5. Function Process and Procedure for METL.

### Battle Rhythm.

Event	When	Who attends	Focus
IG Standup	Tue/Thur Mon	CIG, DCIG, SGM, Br Chiefs	Internal Hot Issues
IG Staff Call	Fri/Weekly	CIG, DCIG, SGM, Br Chiefs	Internal coms and progress
IG Office Update	Monthly	All IGs	Internal coms and training
ACSIM/IMCOM Update	Mon/0800	CIG or DCIG	Maintain SA
Executive Update	Mon/0930	DCIG or Chief, Admin	Maintain SA
DGC Update	Mon/1330	CIG or DCIG	Maintain SA
C/S Update	Thu/1000	CIG or DCIG	Maintain SA
Stretch VTC	Alt Weds	CIG or DCIG	Maintain SA
Trip Prep/Taskers	As needed	CIG/DCIG/Chief Insp	Maintain SA
SFR BOD	2-3 times/yr	CIG or DCIG	Maintain SA
SFR EXCOM	2-3 times/yr	CIG or DCIG	Maintain SA
SFR WK GRP	2-3 times/yr	CIG or DCIG	Maintain SA
SEL	3-4 times/yr	CIG or DCIG	Maintain SA
GCC	1/yr	CIG and SGM	Maintain SA

Nov/Dec

### **Professional Development/Training.**

The IMCOM IG employee training concept is to optimize staff career development. The basic goal is for employees to reach career goals within the context of organizational goals. The first step is the development of the Individual Development Plan (IDP). The IDP frames the concept for all training, except basic mandatory training. Within the IDP the employee addresses leadership, IMCOM, IG, and skill development training. The most common objectives of the IDP are to:

- Learn new skills and competencies to improve current job performance
- Maximize current performance in support of organizational requirements
- Increase interest, challenges, and satisfaction in current position
- Obtain competencies necessary for a promotion or change in grade, series, or field.

In addition to the IDP, each employee must complete all mandatory training such as Information Assurance, EEO, NSPS and other training required for their grade and/or position.

**IG Professional Development (IGPD) Program.** IMCOM IG will conduct quarterly day long OPD sessions to discuss key subjects and lessons learned captured during inspections, assistance cases, and investigations. This is an opportunity for our internal staff to share some “do’s and don’ts” on conducting IG functions. This will be the staff’s time to teach, train and refresh each other on the principles that are taught at the IG School. The IMCOM IG will also periodically conduct (1hr to 2hr) training sessions on important topics that warrant more time and focus. This program will allow the staff to stay current on IG concepts, AR 20-1, and key functional information.

**Team Building Exercises.** As the IG office grows, team building will become an integral part of our overall development. As IGs, there will often be opportunities for the staff to work with different team members. To enhance this effort and to build esprit de corps within the IG office will conduct team building exercises. Our goal is to build unit cohesion that will allow us to cross-pollinate as cases dictate. This is also an effort to become more efficient and to stay current in all aspects of IG functions.



## References.

**AR 600-20, Army Command Policy.** This regulation prescribes the policies and responsibilities of command. It provides guidance covering military discipline and conduct, precedence of rank, and the military Equal Opportunity (EO) Program

**AR 5-xx (Draft).** This regulation assigns responsibilities and prescribes policies and procedures governing Army Installations Operations. This regulation includes and overarching Army stationing strategy, development of feasible alignment strategies, documentation of manpower and funding, identification of interested parties in resource actions, and obtaining HQDA authority to execute changes to the installation support structure.

**IMA Reg 10-xx (Draft),** Organization, Mission and Functions US Army Installation Management Agency (Command). This regulation (currently being written) prescribes the organization, missions and functions of IMCOM, including its Headquarters and subordinate divisions, regions offices and garrisons. Further, it provides the basis for a standard garrison organization (SGO), including its directorates, subordinates divisions, branches, and staff.

**AR 20-1, Inspector General Activities and Procedures.** This regulation prescribes the responsibility and policy for the selection and duties of inspectors general throughout the Army. It describes inspector general functions, including teaching and training, inspections, assistance, and investigations.

**AR 1-201, Army Inspection Policy.** This regulation prescribes the responsibilities and policies for the planning and conducting of inspections in Army organizations. It includes policies on command, staff, and inspector general inspections; and prescribes policies for the integration of inspections into organizational inspection program.

## 6. Reporting Requirements for METL.